
DOE Integrated Safety Management Forum May 2002

Richland's Requirements, Performance and Risk Based Contractor Oversight System

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Topics

- 1. Richland Integrated Management System (RIMS)**
- 2. General Reasons for DOE Contractor Oversight**
- 3. The Richland Requirements, Performance and Risk Based Contractor Oversight System in RIMS**
- 4. Current Status and Improvement Areas**

Richland Integrated Management System (RIMS)

- **Under development and being implemented for more than 2 years**
- **On line system - no paper manuals or procedures**
- **Describes and defines the work Richland feds do
- not the work DOE HQ or the contractors do**
- **All fed work captured in 14 "Management Systems" with a "System Steward" - embodies Integrated Safety Management**
- **Management Systems - organizationally neutral**



RIMS RL Integrated Management System



Acquisition Management	DOE Regulatory Inspection & Enforcement	Information Management	Requirements & Products Management System
Asset & Infrastructure Management	Environmental Management System	Integrated Performance Evaluation	Safety & Health Management
Communications	Financial Management	Integrated Planning	Security & Emergency Services
	Human Resources Management System	Performance Improvement	

Policies & Operating Principles

Roles, Responsibilities, Accountabilities & Authorities

Directories

Crosscutting Process Index

Organizational Procedures

Tools

Reports

Program Description Index

Links

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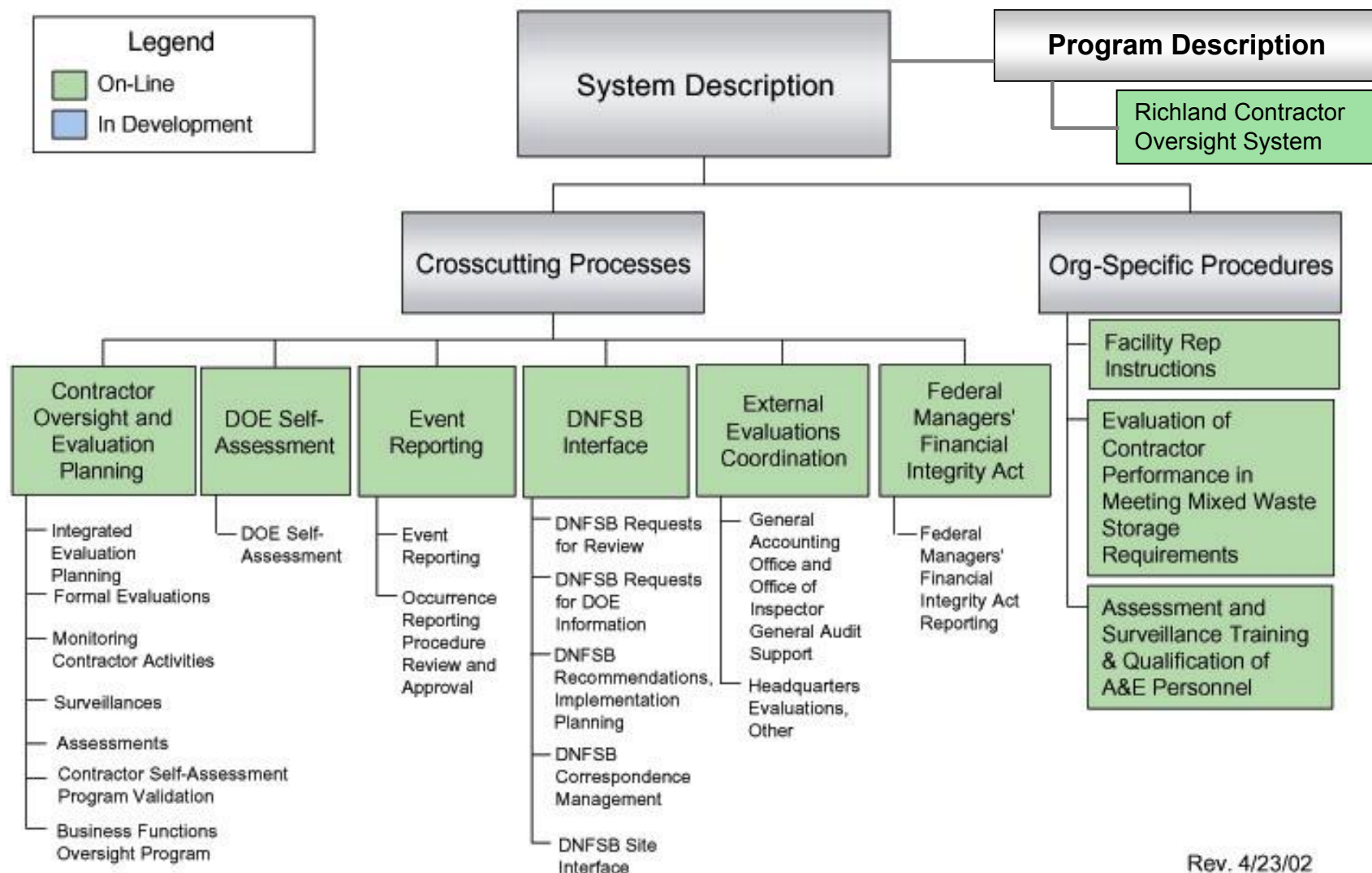
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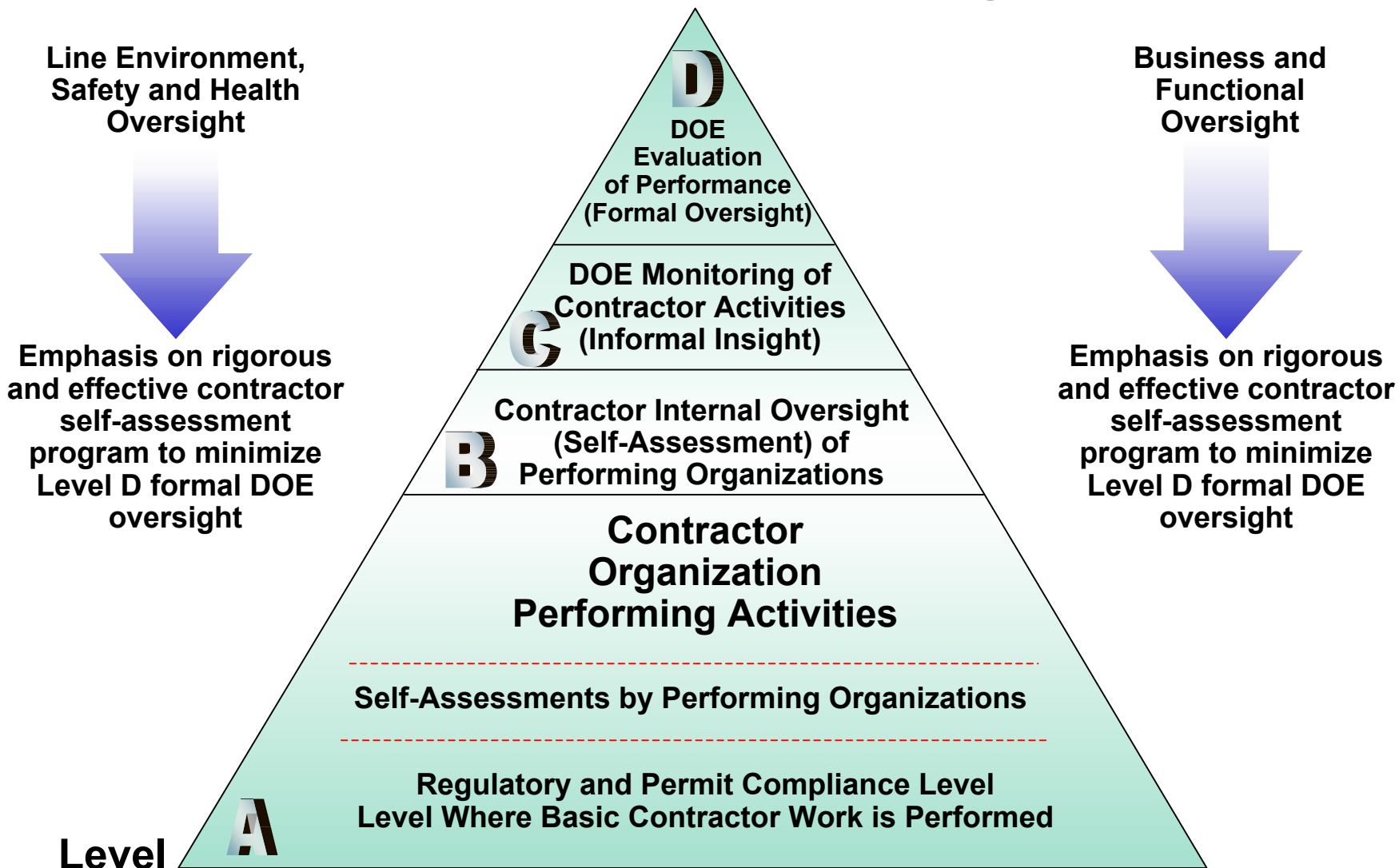
Integrated Performance Evaluation



General Reasons for Oversight of Contractors

- **DOE has fundamental roles and responsibilities that lead to contractor oversight in Integrated Safety Management (ISM) and all areas of contractor performance**
 - DOE and contractor compliance with laws and regulations
 - Requirements in DOE Policies, Orders, Manuals, etc. for DOE to perform oversight
 - DOE oversight as the "Owner" of the missions, outcomes, facilities
 - DOE oversight as the "Steward" of taxpayers' money
 - DOE oversight as the "Regulator" for nuclear/radiological safety and industrial safety and health
- **Excellent ISM implementation is demonstrated by excellent performance with excellent self-assessment, corrective action management, and lessons learned. This leads to formal DOE ISM oversight reduced to a base level for requirements, operational awareness, and validation of continued excellent contractor performance.**

Contractor Work and Oversight Model





The Richland Requirements, Performance and Risk Based Contractor Oversight System Contained in RIMS



REQUIREMENTS:

- **RIMS Requirements Management Process**
 - **Produces RIMS Records of Decision (RODs) that include definitions of DOE oversight required by DOE Policies, Orders and Manuals**
 - **Can be contract specific in application**
 - **Fluor Hanford, Inc. - site infrastructure and cleanup contract**
 - **River Corridor contract - closure type contract**
 - **Battelle - Pacific Northwest National Laboratory contract**



PERFORMANCE -

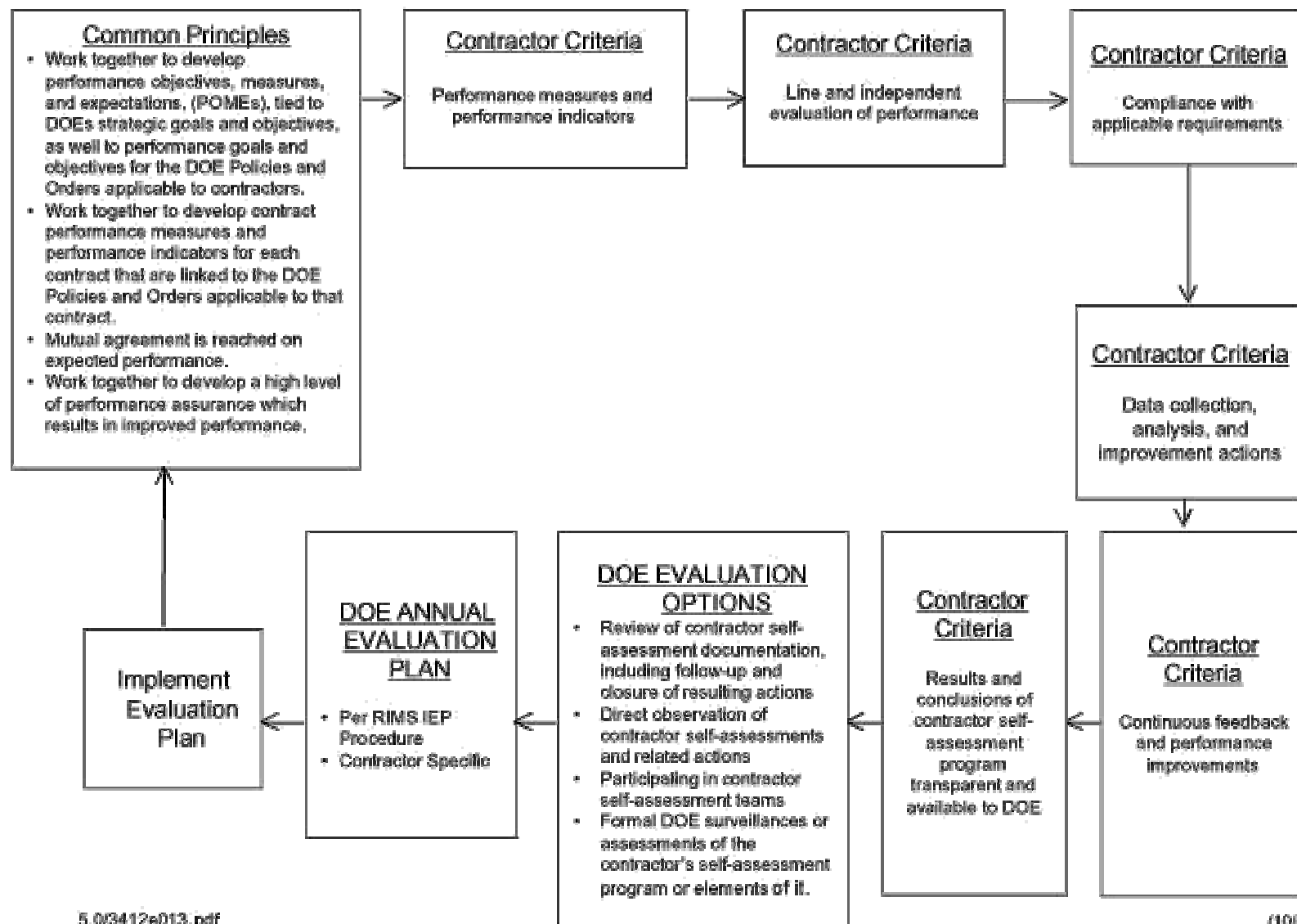
Contractor Self-Assessment Program Validation

- **RIMS has a procedure for Contractor Self-Assessment Program Validation – includes ISM, business and functional areas**
 - Annual validation on a graded approach based on prior year's performance
 - Individual evaluation plan for each prime contractor
 - Has detailed "Guidance on the Principles, Criteria and Attributes of a Contractor Self-Assessment Program."
(See handout)
- **Can lead to minimum "Base Level" DOE formal oversight in next Fiscal Year**



The Richland Requirements, Performance, and Risk Based Contractor Oversight System Contained in RIMS

Contractor Self-Assessment Program Validation





PERFORMANCE –

General Contractor Performance During Current Fiscal Year (FY)

- **RL project staff, functional area staff review and analyze performance information for each contractor for current FY including:**
 - **performance indicators**
 - **self-assessments**
 - **corrective action management**
 - **business management**
 - **occurrence reporting**
 - **ISM reviews**
 - **VPP, ISO status (if sought)**
 - **RL oversight results**
 - **external reviews**
- **Results of analysis - potential areas for formal oversight in next FY**



PERFORMANCE –

Contractor Operational Performance During Current FY

- **RIMS has a new procedure (11/01) for Facility Representative (FR) Master Oversight Plans (MOPs)**
 - **Each FR for their assigned responsibilities analyzes operational data on performance, risk elements and areas with good improvement opportunity**
 - **Each FR selects target weakness and improvement areas for informal oversight and formal oversight for the next 15 months**
 - **Each FR documents above in a MOP and discusses it with the contractor and RL project staff**
- **FRs provide "Base Level" ISM operational awareness oversight and validation of continued excellent contractor operational performance**



RISK FACTORS –

Other Review Criteria

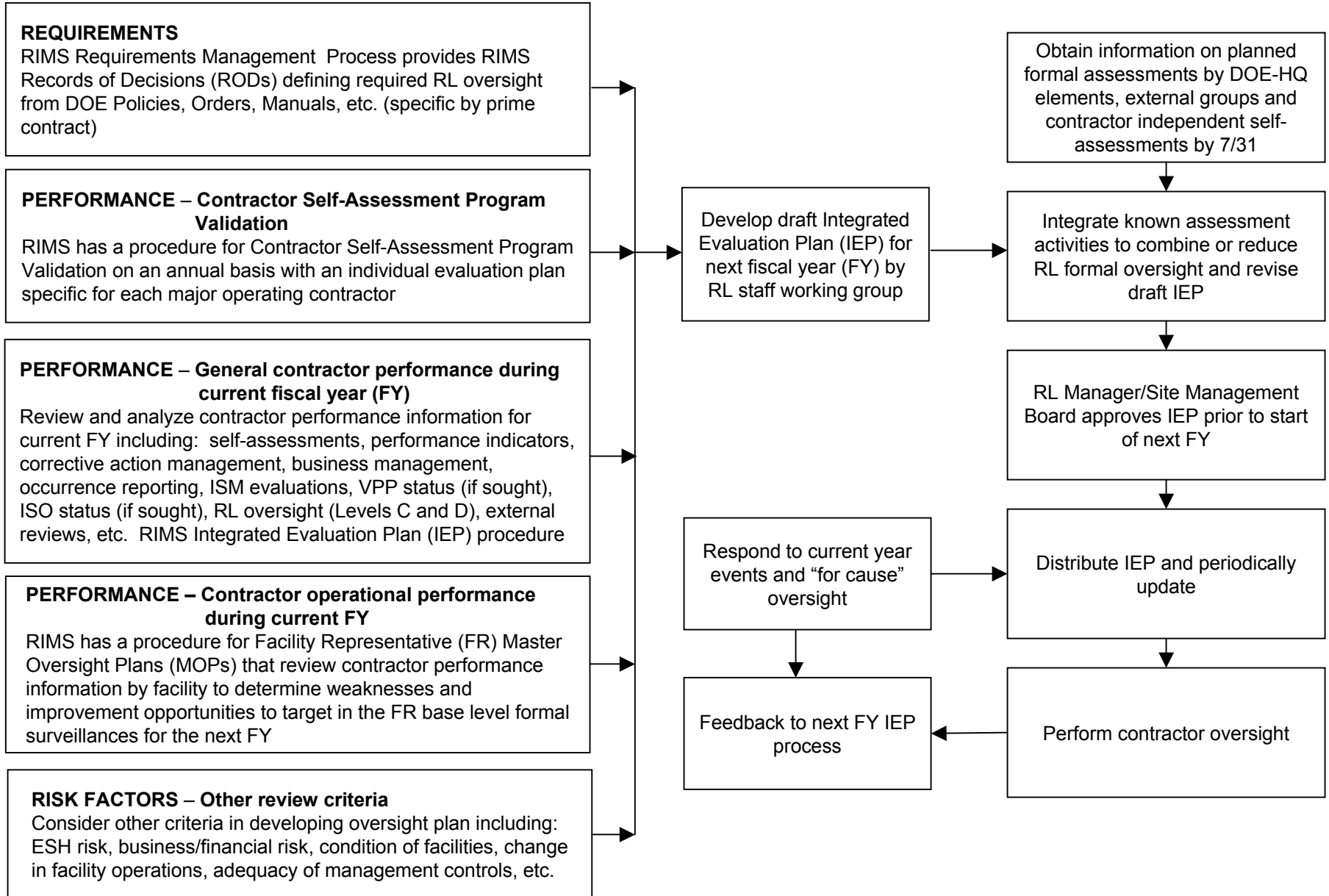
- **RIMS Integrated Evaluation Planning procedure also has consideration of risk factors in developing the formal oversight plan including:**
 - **Environment, safety and health risk**
 - **Business/financial risk**
 - **Condition of facilities**
 - **Change in facility operations**
 - **Adequacy of management systems and controls**



RIMS INTEGRATED EVALUATION PLANNING PROCEDURE – Formal Oversight

- **RIMS procedure brings together requirements, performance and risk information to develop a FY Integrated Evaluation Plan (IEP) for each major RL contractor**
- **Includes information on contractor's plans for independent self-assessment and known external assessment and readiness activities**
- **Integrates above to combine or reduce formal RL oversight activities**
- **IEP is updated periodically to respond to current year events and "for-cause" oversight**
- **IEP is on line (see handout for example parts)**

The RL Requirements, Performance, and Risk Based Contractor Oversight System Contained in the Richland Integrated Management System (RIMS)





CURRENT STATUS

- **RIMS has the framework, systems, processes and procedures in place for a comprehensive requirements, performance and risk based contractor oversight system - can respond to current ISM initiatives**
- **An IEP for FY01 was approved in 9/00. An IEP for FY02 was approved in 9/01**
- **The first FR MOPs were approved last Dec - Jan**
- **The first validation of a contractor's self-assessment program (Fluor Hanford, Inc.) is scheduled for May - June 2002**



IMPROVEMENT AREAS

- **Initiative is still a "work in progress" subject to continuous improvement**
- **Performance Indicators - looking at "annunciator" alarm panel similar to new Savannah River system**
- **RL project and functional area analysis of current performance data - how much paper documentation is needed?**
- **Earlier and better HQ information needed on planned assessments for next FY for integration - information in July for next FY**
- **Better define "What is the base level amount of ISM and other contractor oversight for requirements and a contractor with excellent performance in all areas of contract work?" - take into account the contract type and contract scope of work**

Additional Material – from RIMS

- [Richland Contractor Oversight System program description](#)
- [Contractor Work and Oversight Model](#)
- [Guidance on the Principles, Criteria, and Attributes of a Contractor Self-Assessment Program](#)
- [Excerpts from the Richland FY02 Integrated Evaluation Plan](#)
- [Integrated Performance Evaluation management system description](#)